

Most American citizens are quick to criticize federal bureaucracy for its size and inefficiency. They assume it has exceeded the intent of our nations founders; yet men like James Madison and Alexander Hamilton knew that good public administrators were essential to good government. William Richardson here examines the origins, legitimacy, and limitations of public administration from the perspective of the Founders thought. He shows that these men especially the authors of *The Federalist* advocated an energetic public administration as an essential component of government and even considered the emergence of a natural aristocracy of virtuous civil servants. The Founders would see the fault of today's federal bureaucracy, argues Richardson, not as much in its size as in the character of its members. Richardson relates the Founders belief that the nation should strive to produce public servants committed to developing character traits, such as wisdom and moderation, that would exemplify the highest ideals of the republic and thus ensure its survival. They anticipated some self-interest on the part of administrators, but believed it would be held in check by public opinion and the political process. To test the success of the Founders ideal, Richardson examines both the character of administrators and the role of ethics in forming that character. He explores the various plans for educating public leaders throughout American history and looks at how attitudes toward public administration have changed in this century, from Woodrow Wilson's scientific ideal to recent proposals to downsize government. Among other suggestions, Richardson advocates reforming existing institutions by emphasizing character. *Democracy, Bureaucracy, and Character* is an exercise in legitimizing public administration, offering important insights into the Founders thoughts that can be applied to today's debate over government bureaucracy. Public administration may be problematic by nature, observes Richardson, but it is crucial to our form of government. Through his analysis we can see that, while bureaucracy and democracy have long had an uneasy relationship, neither can be effective unless we fully assess the place and purpose of character in the American regime.

*Innovation, Science, and Institutional Change: A Research Handbook*, *Spanish Math Inventory: Level II (Spanish Math Inventory Series Ser)*, *Guinness World Records: Super Humans!* (Turtleback School & Library Binding Edition), *Ballet Life Behind the Scenes: From Classes, Rehearsals, and Performances to the Company and Home Lives of the Dancers*, *Migration of Rich Immigrants: Gender, Ethnicity and Class (Palgrave Studies in Urban Anthropology)*, *Driving Change: The UPS Approach to Business*,

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